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## BRANDING AS A STRATEGIC DIRECTION FOR THE DEVELOPMENT OF THE EDUCATIONAL SPHERE

## БРЕНДІНГ ЯК СТРАТЕГІЧНИЙ НАПРЯМОК РОЗВИКУ ОСВІТНЬОЇ СФЕРИ

**Summary.** The purpose of the article is to develop a comprehensive approach that would increase the competitiveness of an educational institution through the use of branding tools and methods. The paper presents the evaluation criteria of the brand power of the educational institution, namely. In order to match the characteristics of the brand of the educational institution to these criteria, a system of measures that must be implemented in educational and educational work is proposed. It is noted that part of the measures are related to the use of knowledge marketing tools and methods. The rest of the activities are implemented through affiliate marketing, educational marketing methods, and Internet marketing. In this regard, it is suggested that educational institutions use the 8R marketing complex. In addition, the importance of the development of the organizational culture of management in the framework of the branding of the educational institution is shown. The obtained results deepen the theoretical and methodological foundations of branding in terms of forming an approach to purposeful and effective management of the brand of an educational institution as a market-oriented tool for ensuring its competitive advantages.

**Key words:** educational sphere, educational institutions, branding, competitiveness, development.

**Statement of the problem in a general form and its connection with important scientific or practical tasks.** Intensification of competition in the market of educational services pushes educational institutions to search for tools and methods of formation and strengthening of their competitive advantages. Practice shows that educational institutions are increasingly using marketing methods and tools that have proven their effectiveness in various commercial and non-commercial sectors. Branding is one of the most effective tools for forming and strengthening the unique competitive advantages of educational institutions on the market. A powerful brand forms a loyal attitude of economic counterparts and contact audiences, ensures high effectiveness of the impact of marketing communications on target audiences and less sensitivity to marketing activities of competitors, causes greater trust among partners, which contributes to the conclusion of relevant agreements. In view of the above, the problem of building an effective branding system in the context of the formation and realization of their competitive advantages in the market of educational services is actualized for educational institutions.

**Analysis of recent research and publications.** The problems of branding in the context of forma-

tion, strengthening and implementation of competitive advantages of educational institutions have been studied by many scientists. Aldoshina M.V., Stryzhak O.O. [1] reveal the peculiarities of branding of higher education institutions in the market of educational services, highlight approaches to the use of marketing tools for this purpose. Soroka O.V., Kryvtsova M.S. [2] substantiate the expediency of using branding to strengthen the competitive advantages of higher education institutions, investigate the peculiarities of the formation of the brand of higher education institutions, outline the specifics of branding of Ukrainian higher education institutions. In work [3], modern approaches to the application of marketing tools and methods in brand management of organizations in various fields of activity, including educational. An author's concept of branding is proposed. Zhegus O.V., Mykhailova M.V., Chmil G.L. [4] reveal the essence of branding as a marketing technology for the promotion of educational institutions in the market of scientific and educational services. Melnyk A.O., Sapyan A.S. [5] investigate the relationship between a brand and human emotions. They substantiated that the formation of a powerful brand needs to take into account this relationship. Plysenko H.P. [6] analyzes the evolution of branding from the perspective of its impact on the formation of competitive advantages of higher education institutions. An author's concept of branding is proposed. Liganenko I.V., Kolisnichenko A.S. [7] present the results of a comparative analysis of models of higher professional education in a number of leading countries of the world. Recommendations for choosing a brand model of Ukrainian educational institutions that would take into account the best world experience are offered. Yacentyuk S.V. [8] substantiates the conceptual approach to the formation of a branding marketing strategy in the context of determining and strengthening competitive advantages and ensuring the high competitiveness of a modern educational institution on national and international markets.

Clark P., Chapleo C., Suomi, K. [9] investigated the impact of internal branding on the effectiveness of a higher education institution's strategy. The obtained results are based on the analysis of in-depth interviews with the administrative staff of a large Canadian university. Maresova P., Hruska J., Kuca K. [10] analyze the experience of activities in social networks of the 10 best universities in the world (according to the QS rating). Its positive influence on the formation of the image and brand of universities is noted. Dennis C., Papagiannidis S., Alamanos E., Bourlakis M. [11] examine the impact

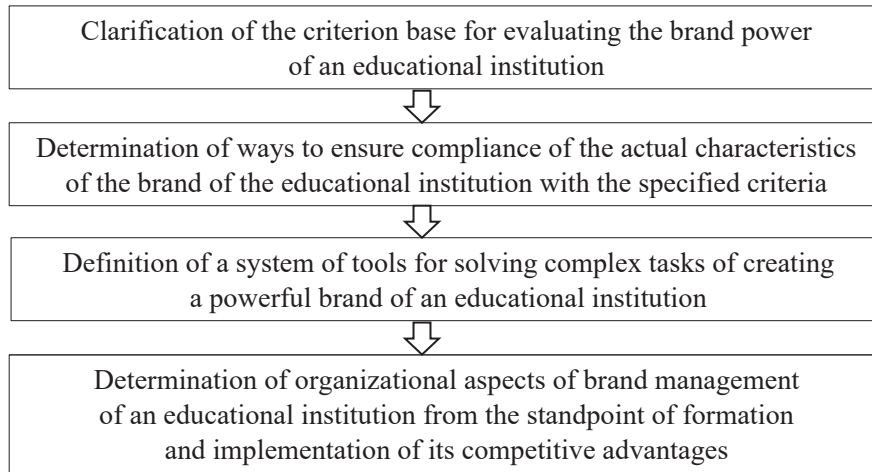
of brand commitment on satisfaction, trust and brand equity of a higher education institution. The research was conducted using an online survey of students and recent graduates of US universities. Polyorat, Kawpong, Preechapanyakul Walee [12] studied the influence of individuality (human characteristics) of the brand on the university brand as a whole using the example of Thailand. They prove that personal characteristics of sincerity and activity have a significant influence on university identity and identification. In contrast to them, such characteristics as prestige, attractiveness, conscientiousness and cosmopolitanism do not exert such an influence. Lingling, Wu, Fuli, Chen [13] propose an approach to the use of artificial intelligence as technical support for marketing integrated communications for the formation and promotion of the brand of an educational institution.

The performed analysis shows that despite the in-depth study by domestic and foreign scientists of the theoretical and applied principles of branding of educational institutions, the problem of formation, strengthening and implementation of their competitive advantages on this basis remains unresolved. The issue of mutual coordination of branding tasks, the criterion base for evaluating its effectiveness, and the system of tools for ensuring it has not been resolved.

**The purpose of the article** is to develop an approach to comprehensive purposeful management of the brand of a modern educational institution in the context of the formation of its competitive advantages.

**Presentation of the main research material.** Achieving the indicated goal of the study is proposed to be carried out in the following sequence (Figure 1).

A systematic analysis of literary sources in which branding issues have been studied shows that the system of criteria for evaluating brand strength should reflect the specifics of the educational institution's activities on the market. In particular, they should take into account the market positions of educational institutions and the trends of their change both in retrospect and in the current and future periods. They should also take into account trends towards the internationalization of education, the ability to both compete with domestic and foreign institutions, and to enter into partnership relations with them. Since a modern educational institution is an institution that produces and distributes (commercializes) new educational knowledge, the evaluation criteria should reflect the ability to legally protect its intellectual property products and commercialize them. Based on the analysis of the



**Figure 1. An approach to comprehensive purposeful management of the brand of a modern educational institution in the context of the formation of its competitive advantages**

data presented in work [14], it is advisable to use the following system of criteria to assess the power of the brand of an educational institution (Figure 2).

It should be noted that a modern educational institution is not only an element of innovative infrastructure responsible for staffing. It generates new fundamental and applied knowledge, which is the basis of developments of various orientations. Knowledge is considered as a set of ordered facts and rules, necessary and sufficient for the effective solution of tasks in a certain subject area, they are an intellectual product and an object of market exchange.

From these positions, the main methods of ensuring compliance of the brand characteristics of the educational institution with the evaluation criteria are defined and systematized. Let's consider them in more detail.

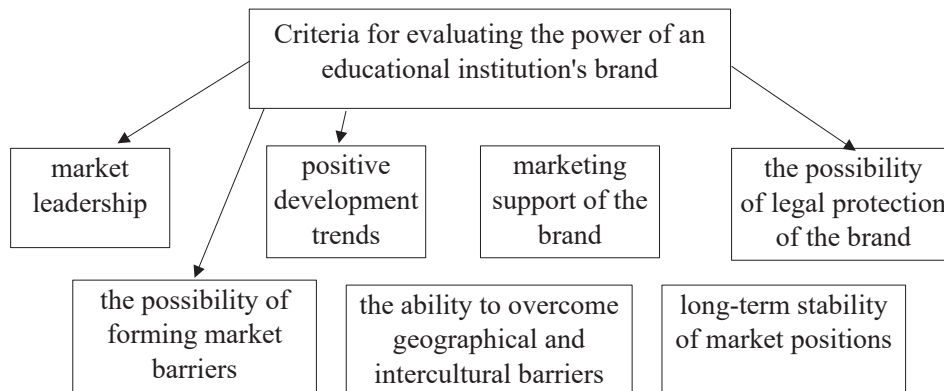
1. Leadership in the market: a combination of educational and educational activities; introduction of new relevant knowledge into the educational process; analysis, selection and implementation of effective prospective forms and methods of orga-

nizing educational activities; analysis of the main trends in the development of the educational sphere; assessment of the development potential of the educational institution in line with the identified trends in certain directions; orientation of the system of production of new knowledge of the institution of higher education on the most promising types; commercialization of knowledge.

2. Long-term stability of market positions: monitoring the educational services market and making the necessary adjustments to the content and forms of training; formation and maintenance of mutually beneficial relations with economic partners and contact audiences of the market of educational services.

3. The possibility of forming market barriers: facilitating the entry and occupation of high positions of the educational institution in prestigious national and international ratings; constant participation and victories in domestic competitions; receiving prestigious educational grants.

4. Ability to overcome geographical and intercultural barriers: teaching in languages of international



**Figure 2. Criteria for evaluating brand power**

communication, in particular English; involvement of domestic and foreign specialists in educational and educational processes; internship and training of educational service providers according to modern programs; modification of brand identifiers in terms of their significance, memorability, attractiveness, etc. for representatives of target audiences representing different cultures/subcultures and different geographical regions.

5. Positive development trends: growth of the contingent of persons studying; publication of new textbooks and other materials for the educational and educational process; increase in the amount of financing from state and own funds, as well as receiving grants; expansion of the educational institution in the market of educational services.

6. Marketing support: systematic marketing activities aimed at strengthening the position of the educational institution on the national and international markets (strategic and operational marketing).

7. The possibility of legal protection: analytical provision of knowledge necessary for the selection and legal protection of the unique competitive advantages of an educational institution.

Summarizing the mentioned measures, it should be noted that to ensure the compliance of the brand characteristics of the educational institution with the specified evaluation criteria, the tools and methods of knowledge marketing are used [15–17]. With their help, the following tasks are solved: the orientation of the educational knowledge production system to those types that are likely to be in demand on the market; formation and stimulation of demand for new educational knowledge embodied in intellectual property products, promotion of knowledge on national and international markets; providing up-to-date knowledge of the brand management decision-making system.

In order to establish and maintain mutually beneficial long-term relations with economic counterparts and contact audiences, it is advisable to use partnership marketing (partner marketing).

Tools and methods of educational marketing, knowledge marketing, internet marketing (digital marketing), international marketing (in foreign markets) should be used for systematic marketing support of the brand of an educational institution in the market of educational services. Taking into account the recommendations [16], it was concluded that the concept of the 8R marketing complex is effective for marketing support of the brand of an educational institution:

- product (educational, educational);
- price;
- promotion;

- place;
- staff of the educational institution;
- the process of providing educational services (technologies of personnel work, infrastructural provision of services, service culture, service complexity, compliance with sanitary and hygienic standards, etc.);

- the physical environment in which the process of providing educational services takes place (premises and its interior, office and other equipment, clothing and appearance of the staff of the educational institution, design of the website, pages of the educational institution in social networks, etc.);

- psychological perception (reflects subjective factors of perception by economic partners and contact audiences of educational services of an educational institution, as well as their association with the name of the product and the educational institution itself, its symbolism, corporate style, brand, image, psychological comfort in the process of providing educational products and services).

However, effective management of the institution's brand depends not only on marketing. To a large extent, it depends on the potential of the educational institution, the chosen strategy of its development, organizational management structure, organizational culture, etc. The management of these influencing factors is within the competence of the higher management of the educational institution and the management of its structural divisions.

#### **Conclusions and direction of further research.**

The principles of the approach to the complex purposeful management of the brand of a modern educational institution in the context of the formation of its competitive advantages have been developed. It is proposed to form and strengthen the brand of an educational institution by bringing its actual characteristics into line with the criteria of brand strength. The main methods of ensuring compliance of the actual characteristics of the brand of the educational institution with the specified criteria are defined and systematized. A system of tools has been created to solve the set of tasks of creating a powerful brand of an educational institution. Features of the application of marketing methods and tools for comprehensive system support of the brand of educational institutions on the market are highlighted. The obtained results deepen the theoretical and methodological foundations of branding in the part of forming an approach to purposeful and effective management of the brand of an educational institution.

Further research should be aimed at the formation of a methodical base for managing the brand of educational institutions according to formalized procedures.

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**Анотація.** На сьогоднішній день освітня сфера змушена розвиватись в досить складних умовах. Військові дії в середині країни, перехід закладів освіти на дистанційну та змішану форми навчання, недостатнє фінансування освітньої сфери змушує шукати нові форми та інструменти підвищення конкурентоспроможності освітніх закладів. Одним з напрямів розвитку освітньої сфери є брендинг закладів освіти. Він дозволяє забезпечити тісний зв'язок з контрагентами, підвищити їх лояльність та надає можливість залучення додаткового фінансування для подальшого довгострокового розвитку. Напрацювання в сфері брендингу закладів освіти представлені в працях ряду вітчизняних та зарубіжних науковців. Однак єдиного комплексного підходу, який би дозволив підвищити конкурентоспроможність освітнього закладу за рахунок використання інструментів та методів брендингу не існує, що обумовлює мету за завдання дослідження. В роботі представлено оціночні критерії потужності бренду закладу освіти, а саме: лідерство на ринку, тривала стабільність ринкових позицій, можливість формування ринкових бар'єрів, здатність долати географічні і міжкультурні бар'єри, позитивні тенденції розвитку, маркетингова підтримка бренду та можливість юридичного захисту бренду. Для відповідності характеристик бренду закладу освіти цим критеріям запропоновано систему заходів, які необхідно впроваджувати в освітню та виховну роботу. Зазначено що частина заходів пов'язані з використанням інструментів і методів маркетингу знань. Інша частина заходів реалізується через партнерський маркетинг, методи освітнього маркетингу а також інтернет маркетингу. В зв'язку з цим запропоновано використовувати закладам освіти комплекс маркетингу 8Р, який включає традиційні чотири компоненти (продукт, ціна, місце, комунікації), а також наступні: персонал, процес, фізичне оточення та психологічне сприйняття. Крім того показано важливість розвитку організаційної культури управління в рамках брендингу закладу освіти. Отримані результати поглиблюють теоретико-методологічні засади брендингу в частині формування підходу до цілеспрямованого і ефективного управління брендом закладу освіти як ринково-орієнтованим інструментом забезпечення його конкурентних переваг.

**Ключові слова:** освітня сфера, заклади освіти, брендинг, конкурентоспроможність, розвиток.